

**The Manchester Community Strategy
2002-2012**

FOREWORD

Manchester has made many advances over the last decade. Areas of the City which have suffered from acute economic and social deprivation have been transformed over this period whilst other areas have substantially improved future prospects. The city centre has been radically improved, and the range of attractions and facilities it offers to residents and visitors has been strengthened and expanded. Increasingly, people want to live in the City, not simply work in or visit it. Manchester Airport, our Universities and our other major economic and cultural assets continue to develop. The Commonwealth Games this year - the largest multi-sport event ever held in the UK - will give a further stimulus to investment, development and to the prominence that Manchester enjoys as the regional capital of the North West.

But much remains to be done. Alongside our successes there are neighbourhoods which have acute levels of poverty and deprivation, low skills, poor educational attainment, high levels of ill-health and crime, and a poor physical environment. The challenge for Manchester, for the next decade and beyond, is to improve the quality of life of all Manchester residents, increase their social and economic prospects for the future, and enable them to participate fully in the life of the City.

This is a multi-faceted objective, and it will only be achieved through the concerted efforts of the widest range of public, private, voluntary and community organisations with a concern for our City and with a commitment to change both it

and themselves, and to work more closely together.

Our Community Strategy must be the vehicle for securing commitment and galvanising activity around a shared vision and a common set of objectives. Its vision and objectives will only genuinely be shared if they are also shaped by the views of organisations and individuals with a commitment to and a concern for Manchester and its future. The document which follows provides the basis for taking forward that commitment and delivering these objectives. It includes contributions from key public partners in the City, and has been revised following an extensive public consultation process.

The Community Strategy will provide the framework for regeneration and service improvement over the next ten years and sets out the priorities for partnership action over the next three years, having formally been confirmed by the Manchester Local Strategic Partnership and approved by Manchester City Council.



Councillor Richard Leese
Leader of the Council

April 2002

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1. PURPOSE OF THE MANCHESTER COMMUNITY STRATEGY

1.1

The public consultation process on the development of the Manchester Local Strategic Partnership (MLSP) and Manchester Community Strategy (MCS) was launched on 19 June 2001 at the Bridgewater Hall. This process has engaged residents, community groups and other organisations and stakeholders in the City. The final draft of the MCS was launched at the inaugural meeting of the Manchester Conference - the overarching partnership of the MLSP - on 15 January 2002, where delegates from a diverse range of organisations came together to confirm the direction, themes and priorities of the MCS, and the structure of the MLSP.

1.2

The MLSP and MCS are the key mechanisms for delivering improved public services in the City. The MLSP is a new broad-based partnership of local, regional and national organisations representing the public, private and voluntary and community sectors. Its main role is to develop a comprehensive strategy - the MCS - to promote and improve the economic, social and environmental well-being of Manchester and its communities.

1.3

The MCS will be delivered through the MLSP's structures and thematic and area-based partnerships and the individual actions of all partners.

1.4

The requirement to prepare a strategy for promoting and improving the well-being of the

City and contributing to the achievement of sustainable development is contained in the Local Government Act (2000). As a result, the requirement for the Council to produce an annual economic development plan no longer exists. The Act also enables the Council to undertake activities that are likely to achieve the promotion or improvement of the well-being of the area through the use of the 'well-being' power. In deciding whether to take any such action, the Council must have regard to the MCS.

1.5

However, it is not the intention of the MCS to set out every specific action that will be required to deliver the improvements that are needed, but rather the broad strategy for the City, and the key issues we need to address in the coming years. It is the task of the Manchester Neighbourhood Renewal Strategy (MNRS) to translate the direction and priorities of the MCS into action at the neighbourhood level, along with the action plans of the MLSP's thematic partnerships.

1.6

The Council will continue to use all of its powers, wherever it can, to do anything it considers will promote or improve the well-being of the area. This will include the continuation of initiatives and activities begun under earlier economic development plans, as well as action under the MCS and other existing or prospective plans, strategies or agreements referred to in the MCS or otherwise currently planned or adopted by the Council.

The Vision

1.7

The North West of England is the UK's largest economic region outside London. Its gross domestic product is larger than that of four of the Member States of the European Union. Manchester stands at its heart - the focus for commercial, financial, educational and cultural activity in the region.

1.8

As a centre for business, learning, shopping and recreation, Manchester is increasingly successful, yet it continues to experience some of the highest levels of deprivation in the country, with wide gaps between the City and national averages on jobs, education, health, housing and crime. Twenty-seven out of thirty-three of the City's electoral wards are in the most deprived 10% in the country, an indication of the wide range of challenges that we face.

1.9

We must make even greater efforts to address these issues. As the regional capital and the heart of the North West, Manchester's future is as a major international city with a globally competitive economy, and as a truly great place to live, work and invest. We will do all that we can to ensure that all the residents of the City are able to participate fully in the economic, social and cultural life of Manchester.

1.10

A network of well developed partnerships of public, private and voluntary agencies are working with local communities on these issues, and to close the gaps within Manchester and between the City and the rest of the country. The

role and contribution of the MLSP and MCS is to add value to these existing partnerships by:

- co-ordinating improvements in public services so that they do more to improve the quality of life of Manchester people;
- integrating the improvement of public services within a comprehensive programme for the regeneration of the City;
- providing an agreed framework for the future direction of public investment in Manchester;
- encouraging and enabling partners to use their powers to the full in support of the priorities of the MCS for the well-being of Manchester and its people: and
- addressing issues which extend beyond the boundaries of Manchester, as appropriate, to reflect the City's significance to the national economy and its role as the regional capital of the North West.

1.11

Most of all, the MCS will be a framework for action which the MLSP can use to support the development of effective working relationships between organisations and communities, to improve the lives of Manchester people and to promote their well-being.

The Context

1.12

The City has responded to the challenges it faces by building on its strengths and diversifying its economy. Strong foundations have

been laid for the regeneration of the City, however, the challenge remains to ensure that these strengths translate into jobs for Manchester people and a better quality of life, so that more people choose to live in the City.

1.13

The key issues are being tackled - educational attainment is improving; most types of crime are falling; housing, community facilities and transport networks are being renewed in many parts of the City - but the rate of improvement needs to be greater. The quality of life on offer in Manchester needs to improve more rapidly than elsewhere so that, in the future, the City is a better place to live, work, do business and visit than other cities.

Focus for Action

1.14

The future of Manchester as a major international city and as a great place to live, will require improved co-ordination of action on the themes covered by this Strategy, namely:

- Competing in a Global Economy;
- Investing in Children, Young People and Families;
- Housing and Sustainable Communities;
- Making Manchester Safer;
- Tackling Health Inequalities;
- Creating a Modern Transport Infrastructure; and
- Enhancing the Cultural Base.

1.15

Each of the thematic chapters in this document considers the current position in relation to each theme, the key issues and priorities for action, and linkages between themes. They are interdependent and the purpose of the MCS is to ensure that this is reflected in both strategy and delivery.

1.16

The establishment of the MLSP - and the commitment of its partners - provides the City with a strong partnership vehicle to deliver the priorities for action within the MCS. Each theme within the MCS is being developed by a thematic partnership. These partnerships operate within the MLSP structure and are responsible for progressing key elements of the MCS and developing robust action plans for its delivery.

1.17

Certain issues of fundamental importance to the future of the City cut across all of these themes. These cross-cutting issues which affect every aspect of life in local communities - such as poverty, inequality, the environment and the impact of new technology - need to inform every area of activity. Therefore, it is the responsibility of the MLSP's thematic partnerships to ensure that each cross-cutting issue is a central consideration of all measures and interventions brought forward to deliver the priorities of the MCS. Each issue is considered below.

Creating Sustainable Communities

1.18

At the heart of Manchester are the strong local communities that make up the City. At the core of sustaining these communities, and enabling them to realise their economic and social potential, are the Strategy's themes, but particularly those relating to extending housing quality and choice, improving education and health, and reducing crime and disorder. The City has a track record of delivering comprehensive area-based regeneration and has demonstrated that urban areas can be transformed without losing our strong Manchester communities.

1.19

Through the MLSP, regeneration priorities will continue to be defined by the priorities contained within the MCS. The MNRS will help to direct area-based regeneration priorities - which currently include North Manchester, East Manchester, Hulme and Moss Side, the Stockport Road corridor and Wythenshawe - and bring forward action plans in areas experiencing structural decline and market failure. The MNRS will also enable us to manage the major structural changes needed to deliver local benefit and support local communities.

Inclusion

1.20

For many Manchester residents the degree and extent of deprivation generates inequalities in wealth and life chances. The impact of deprivation can be compounded by discrimination on the basis of age, gender, ethnicity, religion, sexuality

and disability and combinations of these. As a result, people are excluded from a decent quality of life.

1.21

Each of the MCS's thematic action plans will work to close the gap in terms of deprivation by addressing the barriers preventing individuals and communities from achieving their full potential.

1.22

There are tremendous opportunities in Manchester for greater social inclusion. Our cosmopolitan outlook and rich mixture of cultures, origins, languages, customs and lifestyles is one of Manchester's key strengths. The diversity which makes Manchester such an exciting and vibrant City comes from a history of welcoming migrants from all over the world and of campaigning for equality. Embracing and celebrating diversity continues to enrich the City. The Commonwealth Games, for example, will show Manchester as a welcoming city, and the inclusion of disabled athletes in the main programme for the first time in a major international multi-sport event, marks an important step forward in recognising disabled people's rights.

1.23

Agenda 2010 provides an example of how the cross-cutting theme of inclusion can be applied across the MCS. The Agenda 2010 partnership provides a forum for enabling Manchester's black and ethnic minority communities to establish their priorities for the City, and for building the necessary leadership to achieve those priorities. Agenda 2010 is integral

to the MCS as it aims to ensure that Manchester is a city that does not tolerate racism. Agenda 2010 will therefore have a particular impact on the themes of the MCS relating to these issues as it progresses its action plans to:

- raise the level of educational attainment of Manchester's black and ethnic minority communities to at least equal the average of the City;
- secure representation for black and ethnic minority communities in employment at all levels that is equivalent to their representation in the local population;
- reduce the level of racially motivated crime in Manchester; and
- improve the equity and accessibility of health and social care services for black and ethnic minority communities.

1.24

But much remains to be done. Following on from the first Manchester Conference, there is an explicit need to include disabled people in the structures of the MLSP. Further consideration will need to be given with disabled people as to whether this should be through a strategic partnership - on a similar basis to the Agenda 2010 Steering Group and Annual Conference - or through the existing structures of the MLSP. Whether or not there needs to be explicit structures relating to other communities of interest will also need to be addressed.

1.25

Apart from issues of structure and representation there are opportunities to ensure that action within the MLSP is focused on social inclusion. For example, the way in which the MCS is performance managed can focus action on social inclusion. The MPSA includes targets on mainstream provision for children with special educational needs and tackling unemployment amongst black and ethnic minority communities. Being able to measure inequalities of outcome for different communities, in the way that Agenda 2010 seeks to do, will enable the investment of additional resources such as the Neighbourhood Renewal Fund to be linked to the achievement of outcome targets.

Young and Older People

1.26

At the heart of any notion of community is the responsibility of each individual to respect and care for others, and the entitlement of each individual to be respected and cared for. Within these broad obligations and rights, we recognise that young people and our older citizens are most likely to be economically inactive and vulnerable.

1.27

The future of Manchester will depend on the talents and experiences of its young people. It is crucial therefore that opportunities are available and services are able to respond to the needs of young people at different times in their lives. These issues will be addressed by Manchester's Children and Young People's Strategy, which will be developed

through consultation starting early in 2002.

1.28

Manchester has a significant population of older people. Many of them suffer from low incomes, fear of crime, poor health care and a lack of involvement in everyday life. In response, the City is developing a Strategy for Better Governance for Older People. The Council and health agencies are key partners in this but the Strategy required is much wider than the health and social care agenda. Older people are also users of many public services, and these must become more responsive to their needs. Consultation on this Strategy is also planned for early 2002.

Environment

1.29

We recognise the need to work at both the strategic and more local level to improve the quality of Manchester's environment. We also know that there is much more to be done to secure tangible and lasting improvements in the appearance and maintenance of the physical environment, and that such improvements will have a positive impact on local neighbourhoods by making them more attractive places in which to live, work and invest.

1.30

The MCS intends to mainstream environmental issues and, more importantly, to develop integrated responses to address the City's economic, social and environmental needs. Each thematic chapter of the MCS - and in particular the housing, crime and transport sections - seeks to respond to this approach. However,

environmental challenges in relation to securing further improvements in air quality and waste management can be better addressed at the level of the conurbation. For example, the ten Greater Manchester authorities are currently developing a joint Air Quality Action Plan that is likely to comprise an ongoing package of measures which will include awareness-raising and education, new technology and improved public transport.

Embracing the Digital Age

1.31

Over the last 10 years the advent of the 'information society' has transformed how we do business, how we access services, how we learn, and how we play. The challenge for Manchester is to keep pace with this change and ensure that all individuals and institutions – public, private, voluntary and community – are capable of capturing and unlocking the social and economic benefits of such technologies and their applications.

1.32

Manchester is well placed to move forward and be at the leading edge of Information Society developments within the UK and Europe. The City is increasingly attracting inward investment from internet and e-commerce companies and now has the only international internet exchange in the country outside of London - Telecity - which is based at the Manchester Science Park.

1.33

Notwithstanding these positive developments, there is no doubt that the impact of new technologies across the City is highly

differentiated, in terms of geography, disadvantaged groups and economic sectors. This is partly due to continued market failure. It is also due to a growing disparity between the 'information rich' and 'information poor' and a lack of progress in connecting opportunities and needs, especially amongst disadvantaged groups.

1.34

The MCS has a central role to play in addressing this. It is a priority to ensure that every neighbourhood, family, individual and institution is able to access, harness and use ICTs and related services to improve their quality of life and deliver real economic benefits to the City.

1.35

We must ensure that we offer a clear strategic vision that ties together e-commerce, e-community, e-government and e-learning. Our immediate priorities must address the following:

- the adoption of a 'whole-city' approach to the development of the local ICT infrastructure, ensuring that it can meet the broadband requirements of business and personal users;
- the continued development of facilities for the City's most excluded residents;
- the development of 'content' that meets the needs of all residents and stakeholders in the City;
- the development of data-sharing systems and protocols between key public agencies; and

- the setting of targets for the electronic delivery of services for all public services operating in the City.

1.36

These priorities cut across all of the MCS's themes and demand a coherent approach to ICT-related public investment. To bring forward such an approach will demand new structures and new ways of working together.

Delivery

1.37

The delivery of the MCS is considered in more detail in Chapter 9, but it will depend first and foremost on the development of excellent working relationships between partners through the structures of the MLSP. Manchester's role as the regional capital of the North West means that the objectives for the City can only be achieved through involving and influencing sub-regional, regional, national and international organisations and institutions.

1.38

The City's community, voluntary and faith groups also have a key contribution to make - via the Community Network for Manchester (MC4N) - to the work of the MLSP. The MC4N will provide an important link between the various networks of voluntary and community groups and organisations that exist in Manchester and the MLSP, and will enable this sector to contribute to the development and delivery of the MCS. At a local level, tenants and residents associations and community groups need to be fully engaged through area-based regeneration and service

improvement structures. A critical factor in the successful delivery of the MCS will be influencing the priorities and actions of public service organisations. The guiding principle for the MLSP is that the MCS, and the contributions of individual agencies, should promote and improve the well-being of Manchester people.

1.39

To provide a clear focus for delivery of the MCS on the ground, the MLSP will be asked to agree specific outcome targets for each theme within the Strategy which will then be developed in the form of an agreement between the partners. This will demonstrate how, by working together, the MLSP can deliver better outcomes for Manchester people than would have been the case if it did not exist. The Council has also negotiated with Government a Public Service Agreement for Manchester (see Section 9 for more detail). This is an agreement between the Council, with support from its partners on the MLSP, and Government to achieve specific targets - in 13 areas - related to the objectives of the MCS either more quickly, or to a greater extent, in return for relaxations in Government controls.

2. COMPETING IN THE GLOBAL ECONOMY

Current Position

2.1

The City lies at the core of the Greater Manchester conurbation acting as an engine of growth, a focal point for investment, jobs and creativity, and gives the region its international profile. The concentration of regional capital functions in Manchester allows the City to compete on an international rather than a regional or national level.

2.2

There is no doubt that the functioning of the City's economy is increasingly affected by changes in the global economy. However, responsibility for addressing these challenges and opportunities rests primarily with local agencies.

2.3

From a Manchester perspective the last 10 years have not only been marked by major changes in the local economy, but also by our approach to working in partnership across the conurbation and the establishment of new structures and agencies to enable those who live, work and invest within the City to compete more effectively in the global economy.

2.4

The time and investment made in the City Pride Partnership has been rewarded by the creation of Manchester Enterprises, the economic development agency that covers the City Pride area of Manchester, Salford, Trafford and Tameside - and Stockport for the purpose of service delivery. It is recognised, however, that the City Pride area is the core of a wider Manchester city-region which will be further strengthened by the extension

of the Metrolink light rail system and the M60 orbital motorway. Such developments will have a significant influence on employment and investment patterns.

2.5

The creation of Manchester Enterprises has been accompanied by the establishment of an agreed Economic Development Plan for the City Pride area. This Plan takes account of and explicitly recognises the international, national, regional and sub-regional policy frameworks - in particular, the North West Regional Strategy - and sets the strategic economic context to enable Manchester to play its part in improving the competitiveness of the City Pride area and the wider region.

2.6

Rather than reproducing the detailed analysis and content of the City Pride EDP, this section will identify the key priorities that will enable Manchester to compete in the global economy and enable wealth to be generated and retained in the City, and will set out the approach to the economic development of the core of the City Pride area.

Key Issues and Priorities

2.7

Over the last decade Manchester has worked closely with its neighbouring districts to develop a clearer understanding of the functioning of the local economy, its strengths and what needs to be done in order to compete within an increasingly competitive world economy. The EDP for the City Pride area sets out the clear intention to develop the sub-region, its businesses and people as:

- a good place to do business, with a thriving and well networked business community which supports the economy and the wider community – businesses which want to, and have the capacity to succeed;
- an investment location with a national and international image as an attractive place to invest, work and live;
- a workforce which is highly skilled and well motivated and can truly meet the skill needs of the economy; a place where there are far fewer disparities in employment and everyone who wants to can participate in economic success;
- a place where all our young people can make a successful transition from education, through structured training to long-term employment, whether that transition happens at age 16,17, 18 or 21; and
- an area with a pleasing, functional and effective infrastructure and environment.

2.8

This vision for the City Pride economy has been developed from a thorough understanding of the strengths and weaknesses of the local economy. Annex 1 outlines how this vision has been translated into six inter-related, and mutually reinforcing economic drivers and a series of strategic objectives for each driver.

2.9

These priorities for action were confirmed by the first Manchester Conference along with the proposal to include an additional key priority in relation to the development of the City's

social economy. To this end, the MLSP's economic and local employment partnership will be responsible for bringing forward an action plan to address the development needs of this important sector. This work will recognise the value and role of social entrepreneurship in Manchester and will help to build successful social ventures that can meet and contribute to the much broader regeneration goals of the MCS.

2.10

Manchester Enterprises and its subsidiary companies (including the Small Business Service franchise), along with the North West Development Agency, Greater Manchester Learning and Skills Council, Connexions Service, local authorities, learning institutions and the private, voluntary and community sectors all have a key role in delivering these economic drivers and the strategic objectives that support them. Within Manchester, each and every one is important to the development of the local economy and the elimination of exclusion from the labour market. The remainder of this chapter will raise a series of priorities that are central to enabling Manchester to compete in a global economy and ensuring that wealth generation is sustainable and the employment created accessible to those who live in the City.

Developing Wealth and Competitiveness in a Global Economy

2.11

Over the last 10 years, Manchester has made significant strides in repositioning itself as an international city of commercial, cultural and creative repute. This success can be measured in many ways. Manchester is now in the top 10 European cities for business location and the world's top 50 as a

conference centre, for example. The city centre has the highest retail rental levels of any regional centre in the country, and Manchester is now the second most visited city by overseas visitors in England after London. The reasons for this success are many and varied, however, the following factors can be identified as central to the economic regeneration of the City:

- a concentration of established and emerging internationally competitive growth sectors such as financial and business services, cultural and creative industries, ICT-related industries, life-sciences and tourism;
- the presence of one of the largest University campuses in Europe covering three HEIs, which together create a vital knowledge-base for the region and significant source of talent for existing and new employers;
- the role of the City as a major transport hub and the continued expansion of such infrastructure at Manchester Airport, along with the extension of the Metrolink light rail system;
- the re-development of the city centre following the bomb in 1996, the expansion of the commercial and retail sectors, and record levels of private investment which has generated over 15,000 new jobs;
- a distinctive profile and identity which attracts positive media attention;
- the presence of cultural, leisure and sporting flagship facilities; and

- a new era of city centre residential development.

2.12

The challenge for Manchester is to combine sustainable growth and wealth generation with the delivery of real local benefits to the City's residents in terms of employment and quality of life. To create a sustainable economic future for Manchester we must continue the progress we have made and create the right conditions to be globally competitive. Our long-term vision for Manchester is based on achieving:

- a thriving economy based on the industries of the future;
- the support for and the development of research and educational facilities to get us and keep us there;
- residents with the skills to compete for the employment created and to sustain those industries;
- a quality infrastructure that can support the demands of businesses; and
- a world class city centre, and an improved quality of life and environment in every part of the City.

2.13

Manchester has cultivated and exploited many of the assets that it possesses to create a globally competitive city. However, we will need to continue to nurture and develop these assets to strengthen our competitive advantage. For example, the City Centre Strategic Plan - which is currently out for consultation - provides a framework for continued regeneration, investment and service improvement in the city centre over the

coming years. Strong civic leadership and dynamic partnership action will help to ensure that Manchester maintains its position as the nation's leading regional centre, and continues to compete as an international investment location and visitor destination.

Building Better Businesses

2.14

Over the next decade Manchester must continue to transform its economic base through the development of new and high growth employment sectors, as well as supporting the competitiveness of existing businesses. Central to this will be the local economy's transition to a knowledge-based economy.

2.15

We will concentrate on stimulating and developing those business sectors where we are already internationally competitive, and focus on supporting 'sun-rise' businesses that will emerge from our knowledge-base. The regional centre has a number of key assets which will form the building blocks to becoming a global force in knowledge-based industries: HEIs which provide a strong science base; an entrepreneurial spirit; a culture of innovation in creative and knowledge industries; and an ICT capacity to match the best in the country.

2.16

Our HEIs not only have a critical role to play in the future long-term economic development of Manchester – and the rest of the North West – they also need to be competing for and securing new facilities and resources to enable them to enhance and broaden the quality of the science base. Manchester is achieving success in particular spheres such as biotechnology where, for example, the prospect of a new

Biotechnology Facility at the University of Manchester will provide small companies and academics with access to essential facilities, to support emerging fields such as bio-informatics and tissue engineering. However, there is a need for Manchester's share of national research and development income to be increased. The need to support and nurture the science base in the City will be of paramount importance to the long-term economic development of Manchester and the region.

Creating a World Class Workforce and Ensuring the Best Transition to Working Life for all our Young People

2.17

Our HEIs are vital to the strength of the regional centre. In association with exploiting the economic potential of the knowledge-base, it is important to ensure that these institutions strive towards excellence and that more is done to retain the graduates they produce within the regional centre. A key focus has to be on creating the employment opportunities within Manchester to enable graduates to secure jobs and live in the City.

2.18

In addition to providing the necessary employment and lifestyle opportunities that graduates demand, we must also recognise that emerging from our knowledge-base is a constant flow of highly skilled and creative individuals. We must capture their entrepreneurship and flair to create new businesses in the arts, cultural and media sectors. The nurturing of such talent should be a key element of a proposed Manchester Entrepreneurship Strategy. Such a strategy would facilitate the development of programmes to support the formation and growth of new businesses by people from a range of

backgrounds and support actions to build more positive attitudes to, and experience of, enterprise at all levels of the education system.

2.19

However, it is even more important that we continue to improve the skills of those in work, and provide those who are out of work with the opportunity to acquire life skills and vocational and academic qualifications. We need to ensure that individuals, businesses and learning providers are able to respond to the changing skill needs of the local economy to ensure that the City is able to compete for investment and jobs in the international marketplace. The local education system also needs to prepare children and young people for new work cultures and new skill demands if the City is to develop a truly world class labour force capable of retaining and attracting globally competitive businesses.

2.20

This approach to skills development must be underpinned by the creation of a strong learning culture among individuals, communities and businesses. However, this must be facilitated by existing learning institutions and agencies responding to the needs of those communities who have not previously given learning a high priority. The skills and workforce development strategies of Manchester Enterprises, the Greater Manchester Learning and Skills Council and North West Development Agency will have a key role to play and need to be aligned to the MCS.

Attracting and Sustaining Investors

2.21

The 2002 Commonwealth Games have been a key component of Manchester's economic development strategy for many years due to the major

investment, employment and wider regeneration benefits that will be secured for the City, and East Manchester in particular. We will continue to act to deliver a successful Games and to maximise the legacy benefits of the Games to showcase the City to the rest of the world, and to encourage inward and indigenous investment into the Manchester economy.

2.22

We will seek to maximise these economic benefits by ensuring that potential investors are aware of Manchester as a major investment location, by providing bespoke services to potential investors from across a range of partner organisations, and by targeting investment in key growth sectors. We will build on the City's branding initiatives to attract inward investment from high-technology firms, growth companies, research organisations and funding support operations. We will reinforce Manchester's reputation as a centre for innovation and entrepreneurship through the establishment of the Manchester Science and Enterprise Centre and incubation facilities at North Manchester Business Park.

2.23

A key strength of the City's economy is its 'independent' business sector which is an important source of Manchester's dynamism and identity. We will develop new approaches to maximising the contribution of this sector to the regeneration of Manchester.

Delivering Local Benefit for Manchester Residents

2.24

Equipping Manchester residents with the confidence, skills and opportunity to compete for jobs in the local economy and beyond is central to improving

quality of life and eradicating social exclusion. The focus for action must be on increasing residents' skill levels and employability to reflect the changing demands of the local economy, rebuilding an employment culture in communities where it is absent, informal or under-stated, and enabling them to access employment opportunities as they become available. The provision of a high quality education system that provides opportunities for all to engage in lifelong learning, must be matched by efforts to encourage local employers to improve access to high quality, sustainable employment opportunities.

2.25

Disabled people, who have traditionally been excluded from the world of work will also need co-ordinated support, access and opportunity to move into employment. This will be the focus of the Welfare to Work Joint Investment Plan for Disabled People which will be implemented over the next two years.

2.26

The Agenda 2010 employment action plan will focus on reducing the labour market disadvantage experienced by the City's ethnic minority communities and aims to ensure that these communities are represented in all Manchester's employment sectors and occupations in proportion to the population.

2.27

The implementation of the overarching Manchester Employment Plan - which is currently being developed by the Council, Manchester Enterprises, the Employment Service and other key public service employers - will involve a range of actions to tackle unemployment, increase employability and improve access to jobs for Manchester residents.

Providing a Competitive Infrastructure

2.28

Manchester must provide the quality, mix and availability of business accommodation required by strategic investors and demanding end-users in key sectors. There are a number of strategic sites and corridors within Manchester where development would contribute significantly towards improving both the urban renaissance of the conurbation core and linkages with the city centre of which the Southern and Eastern Gateways, the North Manchester Business Park, and the area around Granada along the left bank of the River Irwell are particular examples. Large scale regeneration projects such as that currently underway at Spinningfields will provide a focus for significant new investment and employment in the City. By securing major development projects including modern large floor-plate office buildings, the City will improve its competitive advantage both on a national and international level, by ensuring it can meet the demands of world class companies and major office users.

2.29

To compete in the new global economy Manchester will maintain its commitment to prioritising ICTs and ensure that the City continues to have a state of the art digital infrastructure that will enable businesses to trade electronically. The presence of such an infrastructure will also continue to attract and develop internet and new media companies within the City.

2.30

The need to create a City that is attractive to investors and businesses, where skilled workers want to live and where people want to visit is dependent on a range of issues that the MCS must

address. Crime, and the perception of the City as a consequence of it, acts as a disincentive to investors and visitors, and diminishes the attractiveness of the City as a place to live. Addressing crime is vital to the creation of a strong economy and the ability of the City to attract and retain skilled, well paid residents who can, in themselves help support the local economy with their own spending power.

2.31

Manchester works within a much broader City-region economy. Providing access to jobs outside Manchester will be as important as the provision of access within the City. An effective and quality public transport system within Manchester and across the wider conurbation, will act as an incentive to investors who can see that locating in the City means good access to the large labour force. A good public transport system also significantly enhances Manchester's ability to act as a focal point for wider regional cultural, tourism and recreational activity. Improved links to the City increases the viability of new and enhanced cultural assets and maintains momentum behind Manchester as a place to visit.

2.32

Finally, securing a much wider transformation of the urban environment will underpin the development of new industrial and commercial infrastructure. The growth of the city centre over the last 10 years as a place to live, aligned with new cultural and leisure assets, a quality public realm, improved retail facilities, and a demand for new office accommodation, has created a vibrant, thriving city centre where people want to live, work, visit and invest in. Maintaining this momentum in Manchester will be vital to sustaining the City as a centre for investment growth.

3. INVESTING IN CHILDREN, FAMILIES AND YOUNG PEOPLE

Current Position

3.1

The agenda for children, families and young people in Manchester must respond to the economic and social needs and aspirations of the City. A step-change improvement in the performance of the local education system is critical to both enabling residents to realise their potential and enabling the City as a whole to develop its role as a dynamic, sustainable and attractive location for residents and investors.

3.2

Good schools are fundamental to creating sustainable communities and to preventing the loss of families to neighbouring districts. A highly educated, skilled workforce is also essential to improving the economic prospects of the City, as competitive advantage is increasingly based on applied knowledge, the use of new technologies and the ability to innovate.

3.3

Manchester has made improvements across a range of education indicators in recent years. However, the City's GCSE performance is still well below the national average, with too many pupils leaving school at age 16 with no qualifications at all. Also, girls perform significantly better than boys, and pupils from some ethnic minority communities fare disproportionately less well. An increasing number of Manchester pupils are now going on to further and higher education, or structured work-based training, but in some parts of the City less than 1% of

young people each year progress into higher education.

3.4

Despite a faster rate of improvement - compared to other major cities - attendance levels in Manchester schools remain low, with condoned absence by parents a major concern. The educational attainment of children in need, and particularly those in the care of the Council, is improving though not quickly enough. Amongst 15-16 year olds, approximately 8% have developed long-standing patterns of truancy and have become disengaged from the mainstream curriculum. By contrast, historically high levels of permanent exclusions from Manchester schools have fallen sharply and at a faster rate than the national average.

3.5

This position has been acknowledged by the Council, which has responded positively to the Ofsted/Audit commission inspection of the Local Education Authority. The Council has developed and implemented a constructive Action Plan. The Council has also revised the Education Development Plan and other strategies for school improvement - including out-of-school initiatives and physical improvements through the PFI process - within the context of the City's wider regeneration objectives. The Council, therefore, has ensured that new educational initiatives and partnerships (including Education Action Zones, Excellence in Cities, Sure Start and Children's Fund) are set within the regeneration strategies that are being

developed to ensure that local communities can become sustainable.

3.6

Families also have a fundamental role to play outside of school, by providing support and encouragement to children to enable them to realise their potential. However, it is also recognised that some families need help and support from a range of agencies to help them achieve the best for their children.

3.7

Children with additional needs also require a greater level of support. The Council has recently agreed a new vision which will inform the delivery of services to children in need, to ensure that they have a good quality of life and achieve their full potential.

3.8

Social care services which promote independence and support people who have previously been socially excluded are essential in closing the gap between the most deprived communities and those that are more successful. Social care is an important element of early intervention services that can help to prevent family breakdown, and offending and dysfunctional behaviour.

3.9

There is also a need to provide some children with alternative care away from their birth families. This will require a major improvement in the quality and choice of looked-after services provided, to ensure that children can maximise their life chances and so that they can be prevented from becoming socially excluded.

3.10

We are also striving to achieve improved outcomes for children placed with adoption and fostering services, and for looked after children and those leaving care. Through the MPSA process, challenging targets have been set to increase the number of children placed for adoption.

3.11

Sure Start partnerships have been successful in reducing the levels of deprivation in the City, engaging families and communities in multi-agency work to support improved outcomes for child health, well-being and education. A City-wide reduction in the level of deprivation requires service providers to incorporate changed working practices and attitudes into mainstream core services.

3.12

The Connexions service offers similar opportunities to develop localised multi-agency solutions to ensure improved life chances for young people aged 13-19 years. Connexions partnerships will work together to support and lead young people through the transition from school to further education, training or employment.

3.13

The provision of adult education is recognised as an important aspect in enabling residents to access job opportunities. However, its value to personal growth and community development cannot be underestimated.

3.14

Manchester's Universities and Colleges are also vital to the strength of the City

and the region, but it is important to ensure that they continue to strive towards excellence, promote lifelong learning, improve access to residents, and that more is done to retain the students they produce.

Key Issues and Priorities

3.15

Delivering major improvements in educational attainment in Manchester is one of the City's key objectives. It is one that must be delivered if economic and social disadvantages are to be tackled, and young people are to be equipped with the qualifications and skills which will be of real benefit in their future lives.

3.16

Manchester must not only improve at a faster rate than the norm, it must also out perform neighbouring districts in all areas of educational attainment, if the City is to develop and sustain its population and economic base.

3.17

The delivery of services to support children, families and young people requires a multi-agency approach. Joint planning arrangements have therefore been established, although the opportunity exists to develop a greater integration of services to enhance existing provision and deliver improved outcomes.

3.18

New approaches are being considered which will provide significant and sustainable improvements in the performance and delivery of education and social care in Manchester. Key actions will focus on:

- improved co-ordination of mainstream services, plans, funding and special programmes for children, young people and families across the City, ensuring that children and families get the quality of services they need, when and where they need them.
- significantly improving the educational attainment of children in the City's poorest communities to increase the life chances of young people, and to improve the likelihood of neighbourhoods becoming sustainable.
- reducing offending behaviour, improving access to health, and generally improving the quality of life of children and young people.
- supporting children in need and those looked after in Manchester, so they can have a good quality of life and be full and active members of the community. Social care, education, health and other partners also need to work together to improve early intervention and support so that there are fewer children in need in the City and fewer cared for by the Council.
- ensuring that the opportunities for Post 16 education and training lead to improved staying-on rates of 16 year olds in further education or structured work-based training.

- increasing the number of Manchester young people progressing to Higher Education.
- ensuring that the facilities and services of schools and learning institutions are accessible to residents and contribute to the life of the communities that they serve.

3.19

In response to these issues, the City has focused on the following: -

- ensuring that children are given a good start to their learning careers. The City will continue to maximise Government initiatives such as Sure Start and invest heavily in early years education, and will aim to secure free access for every 3 year old whose parents want a high quality nursery education place. The Children's Fund will also provide an increased level of, and better co-ordinated, preventative services, primarily for children and young people aged 5-13 years.
- The implementation of the Manchester Education Development Plan for 2002/07 which will include measures to improve engagement in learning, and educational attainment and standards in the City's schools.
- children who are not in school are missing the opportunity to learn. Pupils who truant, or who fall away from learning following exclusion from school, enter a spiral of failure. Services and

interventions are being refocused to prevent the development of such problems by targeting those at risk of exclusion.

- when compared with the national picture, Manchester has very high numbers of children with Special Educational Needs, with relatively few in mainstream schools. Much greater emphasis will be placed on early intervention, improving educational attainment, and on increasing the capacity of mainstream schools to meet their needs within their communities.
- investment in the physical fabric of schools is a key priority to bring the learning environment - both buildings and facilities such as ICT - up to the standard required for a modern education system. The School Organisation Committee has important role to play in ensuring the provision of schools places is adequate to meet demand, and carefully planned to be consistent with the strategies for neighbourhood renewal across the City
- in consultation with the new Manchester Local Learning Partnership - a broad based partnership involving Manchester Enterprises, public agencies, further and higher education institutions, employers and the voluntary sector - and the local Learning and Skills Council - the Council is

preparing a Post 16 Plan that will be responsive to local needs. This strategy will also ensure strong linkages with the Connexions Service which will start in Manchester in September 2002. The development of Excellence Challenge, as part of Excellence in Cities, will lead to more local young people attending university.

- Manchester's HEIs enjoy strong national and international reputations in terms of teaching quality and research in certain areas, particularly in medical sciences, business and management, and computing. However, this is not the case in many areas of their activity and major improvements will be sought.

4. HOUSING AND SUSTAINABLE COMMUNITIES

Current Position

4.1

Deprivation in Manchester is widespread, with 27 out of our 33 wards classified as within the 107 most deprived wards in England and Wales. These deprived neighbourhoods have many different characteristics, but all suffer from: high levels of unemployment and poverty; paucity in the range of social and community facilities taken for granted in most parts of the country; low levels of skills and educational attainment; and poor housing and environmental conditions. The economic changes which have affected Manchester in recent decades have resulted in a serious decline in businesses, employment and population. This decline has been particularly acute in these neighbourhoods, resulting in a resident population which has relatively few life chances and a high degree of dependency upon support from local and national government.

4.2

Our objective of building sustainable communities depends ultimately upon the exercise of choice – both in the extent to which residents have the ability to choose where they live and, where they do have this ability, the extent to which they exercise that choice in favour of their neighbourhoods and communities.

4.3

Sustainability consequently hinges upon a number of factors:-

- the economic base of local communities, that is, the amount of money circulating within the local area and potentially able to support shops, recreational, health and other community facilities;
- the quality of life of residents, measured in terms of educational provision, a safe and pleasant environment, good health, the absence of crime, and other factors which influence people's choices about where they live and work;
- the strength of local community networks and organisations, the support they give to residents and the extent to which they are valued by residents;
- the quality of public services at an everyday level, that is, the quality of management of local neighbourhoods; and
- the ability of all residents to access homes suited to their needs and aspirations.

4.4

These factors, taken together, critically affect the stability of local communities. Whilst this section of the MCS focuses primarily upon housing and environmental improvements, the future of residential areas also rests upon quality of life factors such as the need to improve schools and reduce crime. These issues are addressed in more detail elsewhere in the MCS.

4.5

The City's housing market is fragmented. Many areas in the South of the City have seen very strong growth in demand and values as house prices in areas such as Chorlton, Withington and Didsbury have risen sharply. In the city centre, there has been exponential growth in residential development and values have risen very sharply throughout the latter part of the 1990s as demand for city centre living has grown.

4.6

The key issue facing Manchester is that of failing housing markets in some parts of the City, and particularly in parts of North and East Manchester. In these areas, the demand for traditional pre-1919 terraced homes has collapsed and this has resulted in significant drops in value, increasing problems of abandonment, high levels of negative equity for owner-occupiers, and high levels of exclusion of residents and communities who are suffering from the effects of market failure. These factors all threaten the development of sustainable communities. The problem is far from universal, but where it is at its worst the normal functioning of the housing market has ceased due to the absence of value and demand.

4.7

The Council will use all of its powers under Section 2 of the Local Government Act (2000) in order to support the physical, social and environmental regeneration of our residential neighbourhoods and will

continue to press for resources to support that regeneration.

4.8

The City has - along with other local authorities - put detailed proposals to Government for a radical new approach to housing and neighbourhood renewal that will link physical regeneration to mainstream investment. Economic regeneration must be supported by step changes in the quality of core public services such as education and policing, but also by the creation of attractive residential neighbourhoods that can attract and retain economically active residents and sustain existing communities.

4.9

The issue of housing market failure is complex. The absence of quality and choice in the housing stock itself is a critical factor, as are growing problems of crime and disorder. However, environmental factors also have an important part to play in the process.

4.10

We recognise that there is much more to be done to improve the quality and management of the City's physical environment, but everybody has a part to play, however small, and each contribution can make a difference. The cornerstone of our approach has been one of securing practical improvements in the quality of the local environment by working in partnership with as many local stakeholders as possible, ranging from small community groups to large businesses.

4.11

A major focus for this has been the work of the Local Agenda 21 Partnership Group. This Group brought together the Council and others from the public, private and voluntary sectors to produce a Strategy and Action Plan for the City, and establish good practice that others could adopt. The Strategy contains over 30 actions, including the implementation of Green Travel Plans, energy and waste reduction targets by Manchester Airport and the establishment by the voluntary sector of the Merci Centre, a sustainable building housing community and education facilities in East Manchester.

Key Issues and Priorities

4.12

The City's Housing Strategy sets out how the Council, in partnership with others, will promote and enable investment in housing, and how it will manage its own resources for the improvement of existing stock in both public and private sectors. The Strategy is delivered through a range of existing partnerships, including those with social landlords and local communities, and is at the heart of our strategic partnerships in North and East Manchester and across all of the City's regeneration areas. Local strategies are developed in consultation with residents and other local stakeholders, and major investment projects are managed through formal partnerships at a strategic level.

4.13

The Strategy sets out four key themes which are:

- the creation of quality and choice in the housing market;
- supporting sustainable communities;
- reducing inequality; and
- delivering modern and accessible services.

4.14

The Strategy also discusses the role that housing, development, investment and management play in supporting broader regeneration strategies across the City. Housing strategies for East Manchester, North Manchester and each of the City's regeneration areas are being developed to help promote sustainability, quality and choice in the local housing market.

4.15

There has been significant progress in replacing some of the worst housing in the City and in creating new and vibrant housing markets in the city centre and elsewhere. The boom in residential development in the city centre has been fuelled by and has helped, in turn, to support the economic regeneration of the urban core and is now acting as a catalyst for regeneration on the city centre fringe. The housing market in Hulme is very strong and residential development is creating the basis of the regeneration of the Northern Quarter, Ancoats and Medlock Valley areas.

4.16

Government also has a fundamental role to play in assisting us to deliver our objectives. A key initiative is the proposed licensing of private sector landlords in low demand areas. This will help to raise the standard and quality of housing and make such areas more attractive to potential occupiers. The Council will press for the earliest possible implementation of this proposal. Government also needs to take a more focused approach across all of its Departments and programmes to ensure they support the need for comprehensive interventions to assist communities and areas where the housing market is failing.

4.17

The importance which the City has placed on design has helped to create high quality developments in the city centre, and also in a number of the City's estates, which have been radically redesigned to create secure and safe environments. Alexandra Park and Monsall have both been transformed. Simple street networks have been introduced that have improved security and helped to re-establish the confidence of local communities. This is a key element in our fight against crime. The City will seek the highest achievable standards in design and will actively promote the development of fully accessible lifetime homes, accessible to all.

4.18

The physical condition and visual appearance of an area also has a direct impact on decisions to live, work or invest there and on the

quality of life of all people using an area. Raising the quality of the local environment will therefore make an important contribution to Manchester's regeneration, health, crime and transport strategies. To this end, the Council has developed its own Environmental Action Plan (EAP) which focuses on improving the following services and facilities:

- neighbourhood management services - including refuse collection and street cleansing services, dog fouling, tipping, graffiti, noise nuisance and housing condition and appearance;
- Neighbour Nuisance Team - a proactive response to anti-social behaviour within local communities has had a significant impact on improving people's quality of life;
- parks, squares and other open public spaces;
- the built environment - including regenerating 'brownfield' sites and contaminated land and improving streets, roads and waterways;
- wildlife, woodlands and habitat conservation;
- energy efficiency and conservation measures; and
- promoting the use of environmentally-friendly building materials.

4.19

Most public sector organisations - including the Council - can do much more to improve their own environmental performance, and have the potential to positively influence people's behaviour on a much larger scale. Leading by example is an important element in achieving wider change, and so the Council is currently reviewing and implementing a number of key internal policies and practices in order to make them more sustainable. For example:

- Waste Action Plans - each Council Department now has to show how it will reduce the amount of waste produced each year via a specific Action Plan;
- energy efficiency and conservation in Council houses and properties;
- purchasing and supply policies - a specification for higher environmental standards in terms of project and material suppliers is being developed, to ensure that the Council's supply chain minimises its impact on the environment; and
- Employee Green Travel Plans - with the aim of all Council Departments having Green Travel Plans in place by 2003.

4.20

The Council is also working to ensure that environmental initiatives contribute to improvements in mainstream service delivery. For instance, the review of domestic refuse collection carried out last year prompted the Council to consider more innovative and flexible ways of delivering this service. This resulted in a joint venture with Greater Manchester Waste Ltd. to form Manchester Collections Ltd. This has brought about performance-led targets, service improvements and the flexibility to deliver a larger range of better quality services for Manchester residents, including, in the first instance, an expansion of public recycling facilities and kerbside paper collections. Moving towards 2006, this contract is expected to take Manchester's collection and recycling services into the top 25% in the country.

4.21

The LA21 Partnership Group - formed in 1999 - includes representatives from major public and private sector organisations as well as the voluntary and community sectors. We intend to wind-up the Group as the creation of the MLSP - and particularly its thematic partnerships - provides the opportunity to mainstream and secure further improvements in the quality of Manchester's environment.

5. MAKING MANCHESTER SAFER

Current Position

5.1

Manchester's future as a major international city and as a great place to live with an attractive quality of life and local environment, is dependent on reducing current levels of crime and disorder in the City. Over the past year there have been reductions in total recorded crime and for key crimes such as burglary, violent crime and car crime, although the number of robberies has increased. A strong strategic partnership - with delivery focused on action at the neighbourhood level - has contributed to these welcome reductions. However, for most categories of crime, Manchester still has higher levels than other parts of the country, including other major cities.

5.2

Surveys undertaken over the past year have shown that fear of crime in Manchester outstrips levels elsewhere, and that both residents and businesses in the City have identified tackling crime and disorder as their top priority. Sustained reductions in crime will not necessarily be sufficient. If Manchester is to compete with cities across Europe for investment and visitors, and if the quality of life on offer is going to attract people to live in the City or choose to stay when they can afford to move out, then we need to achieve greater reductions in crime than elsewhere.

5.3

Reducing crime is one of the key factors leading to sustainable communities. Acute problems of anti-social behaviour and intimidation can directly contribute to the abandonment of areas. Action to control crime and anti-social behaviour is often required as a forerunner to the regeneration of local areas and the full engagement of communities. Improving the quality of housing and the physical environment will be to no avail, without action to tackle crime and anti-social behaviour and to support good neighbours.

5.4

Tackling crime is critical to the success of other themes of the MCS. For example, reducing crime and vandalism at strategic investment sites will help to attract investors and businesses. The quality of life on offer to students at the City's HEIs and the likelihood of them remaining in Manchester when they graduate will also be influenced by their perception of crime. Crime and the perception of crime can also undermine the success of the City as the regional centre for culture and sport, and our ability to attract visitors for entertainment, tourism and conferences.

5.5

The Manchester Crime and Disorder Reduction Strategy provides a framework for action on these issues. In line with the vision of Manchester as a major international city, the Strategy sets out a vision of

Manchester as one of the safest regional capitals in Europe. The Strategy recognises the importance of reducing crime, not just for the City but for the economic success of the region. It also starts from the understanding that residents see crime as a key problem. However, concerns about crime are not always in proportion to the amount of crime that actually takes place, but fear of crime can be as damaging to people's quality of life as crime itself. Manchester people should not have to live in fear. They should not feel powerless against criminals and anti-social behaviour.

Key Issues and Priorities

5.6

The Strategy therefore aims to increase the confidence of communities to report incidences of crime and disorder, and to give confidence that effective action will be taken when they do. Too often, incidences of crime and disorder are not reported to the Police or other agencies because people believe that nothing will be done. Manchester residents need to have the confidence that, if they report a crime or disorder incident, the relevant agencies will take action. This in turn requires residents to see that public agencies have got their priorities right; that they will support victims and the vast majority of law-abiding citizens; and take more effective action against the minority responsible for crime and anti-social behaviour.

5.7

It also requires all local agencies to identify the action that they can take to reduce incidences of crime and disorder. Tackling the causes as well as the symptoms of crime is not a job for the Police alone. If all agencies address the impact of their functions on crime and disorder and do all that they reasonably can to help to reduce it, there is the potential to make a real difference. Manchester's Crime and Disorder Reduction Partnership has made substantial progress through working with Health and Probation services and voluntary sector partners. The aim of having such a broad partnership of agencies tackling crime is to increase the effectiveness of enforcement action by the Police, the Council and other agencies, to reduce the immediate impact on communities, whilst at the same time increasing the effectiveness of work that can prevent and intervene early in the conditions which lead to crime and disorder.

5.8

Effective partnership action through targeting offenders and supporting victims is essential if individuals and communities are to have the confidence to play their part in reducing crime and disorder. The Strategy aims to build that confidence and to reinforce the responsibility of individuals and communities to assist in efforts to reduce crime and disorder. For example, witness support schemes help people to give evidence in court and to protect them from fear of reprisals on themselves or their families.

5.9

The Strategy also aims to build crime prevention into the earlier stages of planning, design and policy development. The layout of housing estates, the design of new buildings and the introduction of CCTV can all help to make life pleasant for the majority, and difficult for law breakers.

5.10

Long-term reductions in crime also depend, in part, on getting local people into work by raising skills and providing routes into employment. The performance of the local education system needs to improve to give young people the skills and motivation to compete for well paid jobs, instead of dropping into what, for a small minority, becomes a spiral of unemployment, drugs and crime. Low attendance levels and the attitude of parents who condone absence are contributing directly to the incidences of crime and disorder particularly, for example, amongst 15-16 year olds who become disengaged from the local education system.

5.11

The latest audit of crime and disorder in the City shows that levels of residential burglary, violence, robbery and vehicle crime continue to be some of the highest in the country. These volume crimes are top of residents' priorities and the estimated cost is substantial. The audit also shows that drug misuse continues to play a major part in

acquisitive crime in the City. Our most recent consultations with residents show that there are unacceptably high levels of serious anti-social behaviour and youth nuisance in many areas.

5.12

Our audit also shows that business crime has a significant impact on the City. The profitability of businesses is affected by a wide range of crimes and we need to do more to reduce business crime. Racially motivated crime is another important category. Resident surveys show that ethnic minority communities experience significant numbers of racist incidents, many of which go unreported. Domestic violence is also another type of crime which has serious consequences but which is often under-reported.

5.13

The proposed priorities for the new three year Crime and Disorder Reduction Strategy - which will start to be implemented in April 2002 - are:

- street violence;
- domestic violence;
- robbery;
- residential;
- burglary;
- vehicle crime;
- drug-related crime;
- anti-social behaviour;
- youth nuisance;
- racist incidents; and
- business crime.

6. TACKLING HEALTH INEQUALITIES

Current Position

6.1

Manchester has some of the most challenging health problems in the country. Compared with national averages, people in Manchester are:

- 29% more likely to die of cancer;
- 27% more likely to die of heart disease;
- 66% more likely to commit suicide;
- 64% more likely to die as a result of an accident; and
- 62% more likely to die of a respiratory disease

Manchester residents also experience the highest levels of mild to moderate mental health problems in England.

6.2

The cause of these health inequalities are complex - they lie in social, economic and environmental factors, as well as in individual behaviour, and the ability to access health and social services when needed. Nevertheless, there is a strong association between poor health and deprivation. In general, morbidity and mortality rates are higher in neighbourhoods that experience problems associated with economic and social deprivation.

6.3

The Government's recently published NHS Plan identified a range of targets to reduce the gap between areas of the country with poor health, such as Manchester, and the population as a whole. In response, by the year 2010 Manchester will be expected to contribute towards a 10% reduction in

infant mortality rates, and the life expectancy of men and women in the City will be expected to improve by 10%, compared with the general population.

6.4

As well as these national health inequality targets, there are also national targets for reducing death rates by the year 2010. These targets seek to reduce:

- coronary heart disease and stroke in people under 75 years old by at least 40%;
- cancer in people under 75 years old by at least 20%;
- suicide by at least 20%; and
- accidents by at least 20%.

6.5

Currently, there is no national target to reduce the death rate from respiratory disease. However, as it is the third biggest cause of death in the City (18% of all deaths), a local target to reduce the death rate from respiratory disease by 20% by the year 2010 has been agreed.

6.6

The NHS has a leading role to play in tackling these problems in Manchester and spends approximately £420 million on local health services each year. The responsibility for ensuring that this money is spent wisely on services people need now lies with the City's three Primary Care Trusts (PCTs). These new organisations are better placed to address local communities and enable frontline staff to make decisions in light of local needs. Each

PCT and Hospital Trust in the City will also be expected to demonstrate over the next few years, that patients and the public in general are involved in shaping local health services, and patient forums will become an integral part of the NHS.

6.7

A major priority for the PCTs will be to ensure that people with the poorest health in the City have good access to services in both primary care facilities and hospitals, as this has not always been the case. Furthermore, as a major employer in Manchester, the NHS will contribute to reducing health inequalities in other ways by providing better support (e.g. information and training) and improved access to its employment opportunities for people in communities with high rates of unemployment.

Key Issues and Priorities

6.8

To impact on the major killers and reduce health inequalities, the local priorities for Manchester, which are also reflected in the NHS Plan are to:

- ensure children have a healthy start in life;
- tackle the causes of teenage pregnancy and provide better support to teenage parents;
- reduce smoking amongst adults, and pregnant women in particular;
- improve diet and nutrition, especially fruit and vegetable consumption;
- reduce levels of obesity and increase physical activity in all age groups;

- improve the mental health of local people, and reduce the stigma associated with mental illness;
- improve the health of older people and their capacity for independent living;
- reduce accidents amongst older people and children;
- improve access to screening programmes;
- tackle drugs misuse and related crime issues; and
- improve the quality of and access to all NHS services.

6.9

The National Service Frameworks for Coronary Heart Disease, Cancer, Mental Health and Older People have now been published and they reinforce the need for action on some of the priorities listed above.

6.10

During 2001 Manchester's health and social care services were assessed on the progress they have made so far against the NHS Plan targets, and what action will be needed to ensure that the targets are met within the given timescale. This assessment and action plan will form the cornerstone of the three year Health Strategy for the City which will be called Manchester's 'Health Improvement and Modernisation Programme' (HIMP). The HIMP will cover the period 2002/05 and South Manchester Primary Care Trust will co-ordinate the production of the strategy document on behalf of all the NHS partners in the City. However, in order to make a real difference to the health of Mancunians, the contributions of partners such as the Council and community and voluntary sector

organisations will be vital and this will be reflected in the HIMP.

6.11

The targets identified in this section of the MCS will be the key headline targets in the HIMP. These targets will be the focus for concerted action over the next decade. In addition, a range of indicators will be developed to measure progress in the short-term.

6.12

Work is already underway in each of the priority areas, and examples of the types of actions that will be contained in the HIMP include:

- expansion of the Sure Start and Homestart schemes to improve the health of young children under 4 in the most deprived wards of the City, with 50% of wards covered by 2004;
- an increase in the number of children placed for adoption and being adopted, and a reduction in the time taken to make decisions so that the interests of the child are prioritised;
- five new young people's clinics will be established, to increase access to contraceptive advice by vulnerable young people, in areas of greatest need;
- a minimum of 6,000 smokers in the City will have access to smoking cessation services annually, with 25% of them successfully quitting after 4 weeks. Priority will be given to smokers on a low income. A specialist adviser will work in each ante-natal clinic in the City;
- the number of schools offering free fruit to 4-6 year olds will be increased from the current 20 to include all eligible schools by 2004;
- Exercise on referral schemes will be established in each PCT area, targeting patients with heart disease, people who are overweight, and people with special needs. Walking will be actively promoted to increase levels of physical activity amongst the general population;
- better co-ordination of mental health services, through the possible establishment of a mental health care trust;
- to further strengthen the formal partnership arrangements between health and social services that currently exist for the provision of learning disability services;
- developing a range of intermediate care services for older people that prevent hospital admission, or if a person has to be admitted, allowing earlier discharge;
- steps to improve home safety for older people and young children will be implemented in wards with the highest rates of accidents. Provision will include improved assessment procedures and a voucher scheme for free home safety equipment;
- developing more primary care services in poor neighbourhoods to improve access to screening services, particularly for women and children;

- equity of access to certain procedures for people with heart problems will be guaranteed, irrespective of where people live; and
- providing more drug treatment services to problem drug users, to enable them to live healthy and crime free lives.

6.13

In relation to all existing services and new service developments, a greater emphasis will be put on ensuring that black and ethnic minority communities in particular, have better access to them. This not only means more culturally appropriate services, but

greater engagement of the communities themselves in service delivery.

6.14

To facilitate the delivery all of these health improvements, and others that will be identified in the HIMP, a new Joint Health Unit for Manchester has been recently established. The Unit is funded by the three PCTs, and the Council. One of the key early tasks of the Unit will be to facilitate the formation of a robust City-wide Health Partnership - under the auspices of the MLSP - involving all of the key public sector agencies and the community and voluntary sector.

7. CREATING A MODERN TRANSPORT INFRASTRUCTURE

Current Position

7.1

The provision of a high quality, fully integrated, safe and sustainable transport system is vital to the continued revival of the city centre, the growth of Manchester Airport and the renewal of the City's neighbourhoods and district centres. In a City where only about 60% of households have access to a car and where the city centre needs to remain competitive, this system must both provide good public transport services and maintain access for the car. Given that economic growth needs to continue without creating unacceptable levels of traffic congestion and associated pollution, public transport services need to be made significantly more attractive.

7.2

Whilst Manchester has a relatively good transport infrastructure, parts of it do not always work well, and there is a need to improve services, especially on parts of the bus and rail networks. There is an urgent need for sustained levels of investment both to make the best use of our existing assets and to bring about the step-change in the quality of local transport facilities required to underpin our vision for the City. The Government's 10 Year Transport Plan offers a major opportunity in this respect, and the City is determined to ensure that we fully benefit from the additional resources which are being made available nationally to address past under-investment.

7.3

The future transport network needs to include:

- an expanded Metrolink network;
- reliable, comfortable and safe bus and rail services;
- fully accessible facilities and services;
- high quality, safe and secure car parking;
- the completed Inner Relief Route;
- a quality pedestrian and cycling environment; and
- clear and logical route signing.

7.4

Achieving all this, and more, will only be possible through concerted partnership action involving the Council, the Greater Manchester Passenger Authority/Executive (GMPTA/E), transport providers, Government and others. Delivering the necessary improvement in the quality of the public transport network will be a particular challenge within existing financial and legislative constraints.

7.5

The transport strategy will require the delivery of Manchester's future transport network to be integrated with land use planning in the City. This will ensure that local transport provision can support new developments and effectively contribute to the City's regeneration initiatives.

Key Issues and Priorities

7.6

Improving public transport is a key priority for the City. We are working with partners to make the current network more attractive and more responsive to current travel patterns. Increases in public transport's share of total journeys will enable the local economy to continue to grow without incurring excessive road congestion in those areas of major employment and economic activity. It will also promote a more inclusive society by making jobs, schools, shops, and other services more readily accessible to all.

7.7

Metrolink has provided a prime example of modern urban public transport system which people find attractive and economical to use. It is important that its success continues and a good service is maintained. Future extensions of the network, from the city centre to Rochdale via North Manchester and Oldham; Ashton-under-Lyne via East Manchester; and Manchester Airport via South Manchester and Wythenshawe, will further reduce the number of car journeys on the roads which they will serve. As the hub of the Metrolink network, the city centre will reap economic benefits from an enhanced network. The extensions will also pass through a number of the City's key regeneration areas in North, East and South Manchester. It will be essential that Metrolink supports the wider economic and social activities taking place in these areas.

7.8

In terms of rail services, a major investment programme is underway at Piccadilly Station. Combined with the upgrading of the West Coast Main Line, this will help maintain Manchester's good links to the rest of the UK. Generally, however, the local rail network badly needs much investment in more and better trains, new and better stations, track and signalling. New links are also needed, especially to Piccadilly, to increase the capacity of the network. Much of this work is long-term, but the City will continue to work with the Strategic Rail Authority, Railtrack and train operators to try to deliver a local network that can properly support the local economy, as well as more effective inter-urban links.

7.9

Buses are the prime mode of transport for travelling to work, school, local shops or elsewhere for the great majority of residents who rely on public transport. Often the quality of local bus services falls well below the standards people expect, and the bus often has a poor image compared to other modes, despite the investment of millions of pounds by companies in modern buses. For example, in a recent survey of Manchester residents, over a quarter of respondents expressed their dissatisfaction with their local bus service. The Council, through GMPTA/E, will continue to work with private operators to improve bus journeys for current users and transform bus travel into a viable alternative for others. Most major arterial routes into the city centre will

benefit from improved waiting facilities and reduced bus journey times under Greater Manchester's Quality Bus Corridor programme. Greater service frequency will also be introduced on these routes. The City will continue to participate in Quality Partnerships to ensure more low-floor accessible vehicles, more environmentally efficient vehicles, real-time information and ticketing initiatives offering better value for money.

7.10

However, it will also be crucial to ensure that good bus services are available for local people and businesses away from the main bus routes, and during evenings and weekends. These services, which are sometimes subsidised by the Council through GMPTA, are particularly important in those neighbourhoods where car ownership is low. A key priority will be to develop a strategy which meets these needs and also provides for cross-City and orbital journeys. This might include alternatives to traditional buses such as shared taxis or minibuses.

7.11

New employment sites will also require good quality public transport networks, to support both business development and access to employment opportunities by local people. To underpin our regeneration initiatives, for example, proposals are underway for the provision of a free Metroshuttle bus service in the city centre to connect major employment areas on the fringe of the city centre to: the business and retail core; car parking facilities; and major transport nodes such as

Piccadilly Station, Victoria Station and Metrolink.

7.12

Bus companies receive over £60m of public subsidy every year through concessionary fares to support subsidised non-commercial services. Whilst the Council will work with them, through the GMPTA/E, to improve services, it is important that we are satisfied that we get Best Value for this funding. This is currently under review by GMPTA/E.

7.13

Safety and security are top priorities for public transport, as crime and fear of crime do deter some people from using the system, and affect those who have no choice. The GMPTA/E will work closely with the Police and the Council to make sure that public transport is included in local crime and disorder strategies. In particular, evening and late night services are often poor, or even non-existent. The GMPTA/E will try to encourage more services at night, especially from the city centre, where better public transport will help reduce crime and disturbances.

7.14

Modern interchange facilities are needed to provide for increasingly complex journeys. The Council will continue to work with its partners to ensure the delivery of a network of interchange points across the City.

7.15

A hierarchy of transport users has been adopted to assist the City in the development of its transport policy and the assessment of schemes. It aims to ensure good access for all and to help

reduce the impact of traffic on local communities. The hierarchy gives top priority to the needs of pedestrians, disabled people, cyclists and public transport users. Importance is also attached to the essential servicing needs of local businesses, whilst general traffic, especially in the peak, is afforded a lower priority. The hierarchy also gives priority to those who use an area as a place to live, work or visit above those who are just passing through. Priorities for action include:

- the implementation of a walking strategy for the City which will help to create a safe, well-lit and maintained network of pedestrian routes for both the city centre and within and between neighbourhoods. Pedestrian programmes will be designed to complement local regeneration work, the City's Community Safety Strategy and Quality Bus Corridor schemes, as well as to support walking as a healthy transport option.
- the implementation of traffic calming and local safety schemes. 'Safer Routes to Schools' programmes and the establishment of Home Zones will aim to promote walking and reduce car dependency, helping to improve safety and the quality of the local environment.
- a cycling strategy for Greater Manchester, which is being developed in consultation and partnership with cyclists and other interested parties. The strategy, and associated projects, will complement area regeneration schemes and health promotion

activities, by introducing safe cycle links to important facilities, major areas of employment, transport interchanges and key centres.

- a high degree of consultation with disabled people's organisations, so as to ensure that the needs of disabled users are given particular consideration in the improvement and development of existing and future transport schemes. This will involve continual assessment, so as to make the network as fully accessible as possible to all sectors of the community.
- the completion of the Manchester/Salford Inner Relief Route will reduce the volume of through-traffic in the city centre. Improvements to, and maintenance of, the City's road network will be complemented by the introduction of new technology-based information services for both public transport users and car drivers. The strategy will ensure that this technology is used to achieve the most efficient flow of traffic around the City, so as to protect local communities from high concentrations of vehicles and improve access to employment areas. Selective highway improvements will also be pursued in areas such as East Manchester, where the Council has identified this as a major contribution to the regeneration process.
- attractive, safe and easily accessible car parking is vital to the competitiveness of the city centre and district centres. The City's parking strategy favours short-stay, off-peak parking, and supports

- trading activity. The Decriminalised Parking Enforcement service in the city centre and on key radial routes has been successful in reducing illegal parking and improving the turnover of on-street parking. The strategy will seek to maintain this regime. A review of parking restrictions in the city centre is now underway, to ensure that more

spaces are freed up where possible, and unnecessary restrictions are removed or modified. Off-street parking in the city centre is now provided by an innovative joint venture between the Council and National Car Parks. This has secured £10m of investment to improve parking facilities and services.

8. ENHANCING THE CULTURAL BASE OF MANCHESTER

Current Position

8.1

Manchester is the nation's leading cultural centre outside London. The City has a unique history spanning over 200 years in the fields of science and industry, social and political change, education, sport, arts and entertainment.

8.2

The Manchester city-region has the nation's largest regional concentration of employment in the tourism and cultural industries and employs nearly 25,000 people in this sector. It is supported by the presence of Granada and the BBC's northern base, strong linkages to local Universities and Colleges, and the City's ICT infrastructure. Manchester attracts 17m visitors a year, 4.5m of which are visitors staying overnight. Tourism and visitor activity contributes around £530m per year to the City's economy.

8.3

Over the last 10 years £395m has been invested in the City's arts, sports and museum facilities. This investment includes the opening of the MEN Arena (Europe's largest indoor arena), the Bridgewater Hall, Manchester Art Gallery, Royal Exchange Theatre and a new attraction, Urbis. The critical mass of facilities in Manchester is also being enhanced by neighbouring attractions such as the Lowry arts centre and the forthcoming Imperial War Museum in Salford Quays. There is also further potential to build on the services and reputation of Manchester's historic libraries.

8.4

Manchester's role as an international sporting city is founded on its worldwide reputation in football. This has inspired the commitment to the Commonwealth Games - the role of the Games in the City's regeneration strategies is described in more detail in section 2. The Games have led to the development of international sporting venues such as Sportcity and Stadium complex which includes international facilities for squash, a tennis centre and the English Institute of Sport, the Velodrome and Aquatics Centre. The City has also worked with national bodies, the voluntary sector and private sector sponsors to put in place sports development programmes which enable access, participation and talent development. In recognition of developments in East Manchester, the area has been designated one of the country's first Sports Action Zones.

8.5

The cultural experience of the city centre has also been transformed, attracting residents and visitors by day and evening. Public areas such as Exchange Square and Piccadilly Gardens have been shaped by designers and architects with international reputations. A cosmopolitan range of restaurants, bars, leisure facilities and events animate a vibrant city centre, night and day. The City also hosts an annual programme of festivals which reflect its cosmopolitan community - including Chinese New Year, Caribbean Carnival and Asian Mela. The Commonwealth Games' Spirit of Friendship Festival will

provide an international platform for the City's multi-cultural talent and achievements.

8.6

Manchester is also developing as a world class destination for business tourism, with the 'conference quarter' in the regional centre which includes venues such as the G-MEX Centre, Manchester International Conference Centre, University facilities, excellent transport connections and high quality hotels.

8.7

The City must also ensure that Manchester residents are also able to enjoy the range of cultural opportunities that are available. Greater emphasis will need to be given to improving residents' access, participation, awareness and choice of cultural and sporting opportunities not only in the heart of the City but also in their own communities. Opportunities for greater participation must also be developed to enable people not only to access activities as participants and spectators, but also as creators and innovators.

Key Issues and Priorities

8.8

We will continue to exploit the investments made in sporting and cultural facilities and opportunities, in order to maximise the well-being of Manchester and its residents.

8.9

The Council's Cultural Strategy, published in early 2002, aims to provide a strategic framework that will enable public, private, voluntary and

community sector partners to work together. The MLSP's cultural partnership will be key to its development and implementation. The key priorities of the Strategy are to:

- build on the City's cultural and creative strengths, to enhance its position as regional cultural capital and its ability to compete with other national and European cities;
- capture the economic and social benefits of cultural investment;
- ensure that the products and the services delivered - exhibitions, performances, events, facilities, and visitor facilities and services - are of an excellent standard, sustainable and accessible to residents and visitors;
- build on Manchester's strength as a location for media, creative and sports industries and as a tourism destination by helping businesses to grow, and enabling residents to access employment in such industries;
- improve access to arts, cultural and sports opportunities in all parts of the City, to enable residents to learn new skills, have a healthier lifestyle and improve their quality of life;
- value and harness the contribution that Manchester's communities make to its cosmopolitan identity and international relations;
- ensure that the City's cultural offer reflects the aspirations and needs of the whole community; and

- develop a more co-ordinated and targeted approach to the marketing of the City and its attractions, and encourage more residents to take advantage of available cultural opportunities.

9. DELIVERING THE MANCHESTER COMMUNITY STRATEGY

9.1

The development and delivery of the MCS will be progressed through the structures of the MLSP, which provides a framework that embraces local, thematic and strategic working to drive forward the regeneration of the City as expressed through the MCS.

9.2

The successful delivery of the MCS will be dependent on a range of factors including partnership working at a national, regional and local level; more effective use of public resources; and a recognition of the need to learn from and build upon our experiences. Underscoring the MCS will be a series of action plans approved by the MLSP and developed by its thematic partnerships.

Working with Government

9.3

The establishment of the MLSP, and the development of the MCS to take forward the regeneration of the City, will require new ways of working. We want to take this opportunity to pilot new ways of tackling some of the most deep seated problems that face residents in their every day lives - new ways of dealing with anti-social behaviour; ensuring private landlords recognise and fulfil their responsibilities; and raising the level of achievement by children and young people.

9.4

An active and collaborative working relationship with Government is central to taking forward new ways of working. To this end, we have negotiated the

Manchester Public Service Agreement (MPSA) with Government, which will enable public service partners to develop new approaches to service delivery and test out new freedoms and flexibilities. This approach gives the MLSP an early opportunity to work with Government to develop a broad based approach to tackling the key issues limiting the regeneration of the City.

Working with the North West of England

9.5

Improving the quality of life and realising the wealth generating potential of Manchester for the North West, will require a broad range of players to be involved in the regeneration of the City. The scale of deprivation in the City and the major economic development opportunities that present themselves, will require regional and sub-regional agencies - such as the North West Development Agency, the Association of Greater Manchester Authorities and the Greater Manchester Learning and Skills Council - to be actively involved in ensuring that their plans and services are responding to the aspirations and priorities of the MLSP, as expressed through the MCS and the MPSA.

Working with Local Partners

9.6

The MLSP provides opportunities for sectoral representatives and community participants to become actively engaged in its structures and thematic and area-based partnerships. At a neighbourhood or City-wide level, the views of those who live, work and

invest here are vital if we are to address the needs of the City and move Manchester forward.

Evaluating the Impact of the Manchester Community Strategy

9.7

Evaluation has a critical role to play in the effective management of the MCS. At the macro-level, we will assess Manchester's ongoing progress across a range of indicators already identified as of key importance to the City's residents, businesses and visitors (see paragraph 9.10 and the baselines presented in Annex 2).

9.8

Agreed targets will be established by the MLSP through the work of its thematic working groups which will specify the outcomes we need to achieve to reduce the levels of deprivation in Manchester and close the gap between the City and national averages on jobs, education, health, housing and crime. Several of the MCS indicators are included within the MPSA and therefore all indicators will be set 3 year and 10 year targets to measure progress in the short and long-term.

9.9

Improvements will also be monitored against the economic and social performance of other comparable UK and European cities, to help inform the MLSP's consideration of priorities. This approach will also inform the MLSP's understanding of the external economic, social and cultural contexts in which Manchester operates and competes.

9.10

At a micro-level, the MPSA will demand a new way of evaluating the effects and impacts of specific initiatives. A rigorous performance management framework will enable the MLSP to make better informed decisions about plans and resources in the future by monitoring progress against the following indicators:

The Vision

- the number of people living in the City;

Competing in a Global Economy

- residents in employment;
- local unemployment rate;

Investing in Children, Young People and Families

- school leavers achieving 5 A*-C GCSEs;
- 16 year olds entering full-time education or structured work place learning;
- people aged 17 or over who have successfully applied for higher education;

Extending Housing Quality and Choice

- empty properties in the privately-built housing stock;
- proportion of household waste recycled;

Making Manchester Safer

- recorded crimes per 1000 of population;
- percentage of residents feeling fairly or very safe alone after dark in their local area;

Tackling Health Inequalities

- life expectancy;
- deaths from coronary heart disease and stroke - in people less than 75 years old - per 1000 of population;
- deaths from respiratory disease per 1000 of population;

Creating a Modern Transport Infrastructure

- peak hour journeys to the city centre by means other than private car;
- number of days on which air pollution reaches moderate or worse for any of the 4 pollutants identified by Government;
- vehicle-related accidents;

Enhancing the Cultural Base

- visits to cultural and recreational facilities;
- residents using cultural and recreational facilities; and
- overnight visitors to the City.

9.11

The targets set for the above indicators will also be underpinned by targets located within the range of multi-agency partnerships which are already working on the key themes of the MCS. Together, this wider range of targets will provide a framework for monitoring and clarifying responsibilities for delivery by existing partnerships.

9.12

To achieve the targets for the City as a whole, the greatest rate of improvement will be needed in those areas or for those groups who experience the highest levels of deprivation. It will also require activity - and targets where appropriate - to be focused at the geographic level that will deliver the greatest impact.

9.13

The MLSP will use the performance management framework to ensure that the internal planning and review processes of partner agencies are aligned to the priorities of the MCS. This will be particularly important for the public sector whose services are at the heart of tackling deprivation.

The Manchester Public Service Agreement

9.14

The process of linking public investment to MCS outcome targets is reinforced through the MPSA and its indicators, which reflect a mix of Manchester and national priorities. In return for the Council and the MLSP signing-up to achieve more challenging performance targets, the Government has agreed to reduce regulations that can sometimes stand in the way of

effective service delivery on the ground. The Government will also pay a Performance Reward Grant of approximately £12.8m at the end of the three year agreement, subject to the achievement of these targets. To support continuing improvement in the delivery of the MCS, it is proposed to use any Grant received as a contribution to the Manchester Regeneration Fund (MRF), but earmarked for reinvestment in further improvement of outcomes for specific themes.

Resourcing the Delivery of the Manchester Community Strategy

9.15

Public investment from Government and the EU should be aligned to meeting the objectives of the MCS and the targets set within the MPSA. The implementation of the MCS is going to depend to a large degree on partners developing new ways of working and investing in the mainstream delivery of services and activities.

9.16 Additional funding outside of the mainstream should be invested via the

Manchester Regeneration Fund. The Fund has the potential to be made up of a range of sources of funding - NRF, EU, Lottery, NWDA and other Government funding. The MRF will help to realign public investment from Government and the EU to the delivery of the MCS. By linking the allocation of additional investment via the MRF to the achievement of outcome targets, the MLSP will be able to support innovation and new ways of working across organisational boundaries. This in turn will help to refocus the mainstream delivery of services and activities.

9.17

This Strategy provides a starting point and a framework for the delivery of the continuing regeneration of Manchester and the well-being of its people. It will continue to evolve, under the guidance of the MLSP, in order to ensure that it remains relevant and dynamic and continues to deliver the real changes needed to secure the future of Manchester as the regional capital and as a place to invest, live, work and play.